

EMPLOYEE INFORMATION SYSTEMS AND HUMAN RESOURCE PROCUREMENT IN THE OIL AND GAS SECTOR IN NIGERIA

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ABSTRACT

This study ascertained the relationship between employee information systems (EIS) and human resource procurement in the oil and gas sector in Rivers State, Nigeria. The systems theory was considered as a theoretical framework for this paper with prospects viewing the interaction between the organization and its external environment. The total population size of 217 was examined for this study and a sample size of 141 was obtained via the Taro Yemen's formula. Questionnaires designed and distributed to the personnel/human resources staff of 4 leading oil and gas organizations in Port Harcourt metropolis, 127 out of the 141 was returned and 121 (95.3%) was considered useful for the study. The quasi-experimental method was used in this survey to determine the influence of employee-information systems and human resource procurement. This correlational analysis suggests a greater and stronger effect as is evident in the interactions of the dimensions and measures of both the predictive and criterion variables. Spearman's correlation coefficient (r) = 0.975 and the significant value = $0.000 \leq 0.05$ which shows a strong relationship existing between employee information systems and human resource procurement. Globalization and technological advancement in the last decade, has birthed a new dawn for organizations: the use of information systems in various functions and capacities, of which human resources management is one of the arms of the organization that uses information systems to support activities such as identifying employees and managing their data. Conclusively, the findings show a strong, direct and positive interaction between the independent and dependent variable.

KEYWORDS: Employee Information System, Employee Regulatory/Management System, Employee Database Summary System, Employee Update System, Human Resource Procurement, Planning, Recruitment, Selection, Employment Contract & Induction/Placement

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INTRODUCTION

In this technology-driven age, successfully managing the human resource is one key to an effective operation of any organization with the aim of achieving certain objectives and goals. The attainment of these goals depends largely on the availability of resources in the right kind, quantity, and mix. It has become imperative that the right individual is attracted and retained in order to bridge the workforce gap of now and the future (Hendrickson, 2003). This is achievable with information systems for proper identification of potential employee down to the efficient management and tracking of employee database. Organisations in this age and time must of necessity rely on information to flourish and thrive. There is no doubt about succeeding in a digital world of modernizing information system for human resources procurement. In Nigeria where organizations still go through the hurdles of the manual employment processes in an ever-evolving innovation and creativity globally on

technology is a major problem. There is the need for organizations especially here in Nigeria to rise up and take the advantage technology offers in upgrading human resource procurement activities. The main issue is applying the methods of the 18th and 19th century while trying to employ this generation of employees: In this age of the Social media generation called "the millennial". These set of people presently make up the majority of the workforce and as such it is very important for organizations to thrive, appeal and acquire the talents of this generation (Harris & Desimone, 1995). The problem here therefore, is the impact of the Employee Information System on Human Resources Procurement. Subsequently, the questions for which this work provides answers are listed below:

- To what extent does the Employee information system affect human resource planning?
- To what extent does the Employee information system affect recruitment?
- To what extent does Employee information system affect selection?
- To what extent does Employee information system affect employment contract?
- To what extent is does Employee information systems affect placement?

LITERATURE REVIEW

Employee Information System (EIS) is a cloud/web-based information system designed to allow organizations keep and manage employee database in other to view and maintain such information within a stipulated period and beyond, providing a robust and scalable solution which allows information gathering, storing, retrieval and update when and where necessary. The employee information system maintains employees' biographical information or record on the organizations portal (Beadles, Lowery & Johns, 2005). This information can be gathered at the point of application through the recruitment management system which for most organisations generates into the employee information system for successful candidates. In this age of technological advancement and globalization, it is imperative of organizations to manage their employee' details, monitor attendance, disseminate information, assign task via the Employee Information System. There is three dimensions of the employee information system which are (i) Employee regulatory /Management System, (ii) Employee database summary system, and (iii) Employee Update System.

Employee Regulatory/Management System

EIS is a platform for the management and information regulation of the employee. Information grows and it is important for an organization to be able to digitize employee records for easy access for decision making. Human resources function has gone beyond the paper and file method and employees of this dispensation where technology thrives, look forward to an adequate management of their information for efficiency (Haines, 2010). The manual method of employee records management was associated with missing files and documents, dirty and dusty files etc. This system is put in place in other to maintain information from both the personal and official information of an employee within an organization helping to tackle the issue of the manual method. The employee management system covers: (i) Generating an employee sign up and login parameter, (ii) Management and maintenance of employee portal account details, (iii) Management of employee real-time information.

Employee Database Summary System

A digitized EIS keeps valuable details about employees of an organization in a central accessible point for rapid and easy use of such details for summary reports. According to Parry (2011), Employee information can be tracked with respect to task carried out within a period, time devoted to the task, leave records, promotion records, appraisal records, attendance records, disciplinary records, salary records etc. It is designed to provide vital records for the employee that can be summarised via the employee database summary system for prompt managerial decision making. Information under the database system is accurate and real timed. The employee database summary system entails (i) Compilation of employee information that is stored up for used from a comprehensive database, (ii) Development of the application to maintain employee details, and (iii) Execution of employee information through the development of a healthily designed database for employee information storing.

Employee Update System

EIS is designed to give room for employee update. There is certain information around the employee that does not assume a static position; this information leave a platform for upgrades, change and corrections examples of such information are promotion, appraisal, employee's salary, pay grade, job type, contact address, educational upgrade, medical, transfer etc. This system considers the unique and dynamic nature of the individual and his task. The change can be immediate or futuristic and can be applied even to a group of individuals in the organization. Danny (2012) posits that for EIS to be effective, it is important employee details are viewed and updated for the generation of various reports regarding the employee, most times this is achievable through a verification and re-verification process exercise. Employee update system as a dimension of EIS is saddled with (i) Changing employee details when necessary specifying effective date for such changes, (ii) Effectively updating employee details taking into cognisance the items birthing the update where ratings are a factor for update e.g. appraisal scores, and (iii) Generation of reports and documents necessitating the update e.g. additional qualification.

Human Resource Procurement

This is an attribute of the human resource management function that deals with applicant sourcing for retention within the confines of an organization desiring the right skills, knowledge, and attitude through these measures namely: human resource planning, recruitment, selection, employment contract and induction and placement.

Human Resources Planning

Human resource planning is the first requirement in employee procurement in an organization and it cannot be overemphasized, this measure enables the organization keep an accurate and detailed personnel record, rather than forecast intuitively (Obi, 2002). Human resource planning ensures that organisation's manpower resources can meet up with the demands of a prevailing socio-economic, political and technological change. According to Tamunomiebi & Zeb-Obipi (2013) human resource planning as a human resource management process determines the employee requirement of an organization in designing the means for satisfying and ensuring optimum use.

Recruitment

Recruitment is the successor of human resource planning, creating the atmosphere for advertising available position knowing the number of applicants that are needed to fill vacancies. The process involves searching candidates for

employment and stimulating them to apply for jobs in the organization with the basic purpose of having a talent pool of candidates, Edwin Flippo, (1971). In the recruitment process, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have eligible candidates.

Selection

The selection process in any organization begins after recruitment for employment and then it ends with the hiring decision Tamunomiebi & Zeb-Obipi (2013). Selection as the next after recruitment allows the organization chooses from the pool of talent, the most suitable candidates for the position advertised; it is a process of selecting the best and rejecting the rest. It is a view from a positive angle when the best is engaged and seen as a negative function in the elimination of unsuitable candidates. It is important to engage the right persons in any establishment for proper alignment and attainment of goals and if this is not properly done, can lead to dissatisfaction, conflicts, unprofitability etc; for appropriate selection, a scientific procedure is employed to get the right candidates.

Employment Contract

This is the legal document binding the employee and employer in an employment relationship and it is the next phase after the completion of the selection process. Candidates are provided with the terms and conditions for the employment, responsibility, and obligation on both the employee and employers role in written form (it can also be expressed or implied). Candidates are also provided with an organizational handbook, Tamunomiebi & Zeb-Obipi (2013).

Induction and Placement

According to Tamunomiebi & Zeb-Obipi (2013), placement is an important human resources activity; it is the actual posting of an employee to a specific job. It refers to the allocations of people to the job. It is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate: placing the right candidate on a suitable Job, It involves assigning a specific rank and responsibility to an employment.

Placement is an important human resources activity and if neglected may create employee adjustment problems leading to absenteeism, turnover, accidents, poor performance etc. Proper placement is important to both the employee and the organization. Proper placement helps to improve employee morale.

Employee Information System and Human resource Procurement

Technological advancement and globalization speak change in the methods of achieving an organization's feat with focus on enhancing human resource function via technology. This section extensively discusses the impact of technology procedures on human resource procurement activities and also indicating the derivative from the research hypothesis.

Employee Information System and Planning

Ineffective planning can lead to extra or fewer numbers of employees than needed. Both over and under the number of employees can create unwanted situations. Employee information system helps in the proper planning of human resources. After an online application and resume have been submitted, the information can then be easily reviewed simultaneously by all relevant managers and human resources personnel. Employees are the most valuable and dynamic assets of an organization. The Employee Information System is an extensive and comprehensive system that maintains and

tracks information pertaining to all the employees in an organization and applicants who chose the organization. This system makes planning easier by providing a high degree of customization and allows the user to set up the system with the necessary requirements before recruitment. This study was the basis of the perceived relationship between EIS and human resource planning as articulated in the first null hypothesis: **There is no significant relationship between employee information system and human resource planning (H_{01}).**

Employee Information System and Recruitment

The use of the system aids in easily accepting online applications and resumes and filter those applications to the relevant areas and managers. Employee information system establishes a comprehensive talent gathering tool that attracts the right skill in the organization. The system tracks qualification meeting criteria. The system allows the user to define qualification types and categories; for instance, qualifications could be technical or non-technical in nature. The system further allows the user to define qualification degrees and specialization in line with the job of interest that is up for filling. The system is fully integrated with Recruitment details as eligible candidates are sorted at the different point using the software. The system keeps up-to-date records of employees before employment and the information about them which includes the applicant's name and contact information, job applying for the department, job title, position, qualifications, ethnicity, date of birth, disabilities etc. This study was the basis of the perceived relationship between EIS and recruitment as articulated in the second null hypothesis: **There is no significant relationship between employee information system and recruitment (H_{02}).**

Employee Information system and Selection

Employee information system helps to streamline the selection process by identifying talent with respect to medical, academic/special qualification and aptitude gaps in an organization. This web-based information system is designed to allow organizations to view and maintain their employees' information within a stipulated period. The employee information system maintains employees' biographical information on your employee record. Information system makes it easier for hiring managers after resumes have been reviewed to take the next step, either by communicating with one another from different locations regarding questions and concerns about the applicant before or during an interview. This study was the basis of the perceived relationship between EIS and selection as articulated in the third null hypothesis: **There is no significant relationship between employee information system and selection (H_{03}).**

Employee Information System and Employment

This system helps to speed up the hiring process to the point of fully staffing the non-employee who has successfully undergone the employment processes and procedures. Employee information system captures comprehensive details pertaining to all the employees in the organization. It maintains the skill inventory of the organization. There is a provision for keeping track of various types of transfers, including inter-location, inter-circle, and inter-company transfers; the workflow involved during the transfer process is also automated. The system also tracks exit of an employee from the company along with the reasons for the exit. The system also keeps track of appraisals and promotions. There is provision for leave and attendance maintenance. The system is fully integrated with an employment contract. This study was the basis of the perceived relationship between EIS and employment contract as articulated in the fourth null hypothesis: **There is no significant relationship between employee information system and employment contract (H_{04}).**

Employee Information System and Placement

One of the major benefits of an employee information system is that after the hire is concluded there an ease of converting information submitted earlier at the application point into employee files. Converting information in this way can mitigate errors and thereby saving time from creating duplicate information. This can help to minimize the amount of time until the new recruit is productively positioned. This study was the basis of the perceived relationship between EIS and induction/placement as articulated in the fifth null hypothesis: **There is no significant relationship between employee information system and Induction/Placement (H_{05}).**

METHODOLOGY AND RESULTS

The -experimental method was adopted for this work in determining the impact of EIS on human resource procurement. Questionnaires were distributed to a sample size of 141 respondents which was derived from a population of 217 human resource officers from four major oil and gas companies in Nigeria, at their Port Harcourt offices using the Taro Yamen's formula. 127 copies of the distributed questionnaires were retrieved but 6 were discarded leaving 121 viable responses. The generated data are included in appendix 1. The measurement item states the facts that respondents are fully aware of the functions of employee information system (EIS) and also ascertaining the degrees of impact with respect to the measure of human resource procurement variable. The mean scores on all the measures indicated in the table show a range between 3.50 and 4.37. This means that beyond the indifference, there is general agreement from the responses of the respondents attributing the existence of a relationship between employee information system (EIS) and human resource procurement.

Given that the generated data were ordinal from an Likert scale strongly disagree to strongly agree. The test of research hypotheses engaged the Spearman's rank correlation coefficient using the Statistical Package for Social Sciences (SPSS, version 20) with details of the results of the test for each of the hypotheses as contained in Appendix II.

Below is a tabular summary from which decisions were taken.

Table 1

S/n	Statement of Hypotheses	R	Magnitude	Direction	Decision	Conclusion
	Relationship between EIS and Human resource procurement.	0.975	Very strong	+ve	Reject	Significant
HO ₁	There is no significant relationship between employee information system and planning	0.939	Very strong	+ve	Reject	Significant
HO ₂	There is no significant relationship between employee information system and recruitment	0.951	Very strong	+ve	Reject	Significant
HO ₃	There is no significant relationship between employee information system and selection	0.976	Very strong	+ve	Reject	Significant
HO ₄	There is no significant relationship between employee information system and employee contract	0.967	Very strong	+ve	Reject	Significant
HO ₅	There is no significant relationship between employee information system and induction and placement	0.971	Very strong	+ve	Reject	Significant

Source: SPSS Output

From the above table, Spearman's correlation coefficient (r) relationship variable is 0.975, this value is indicative of the existence of a strong relationship between EIS and human resource procurement. It also shows that the relationship between the two variables is positive hence the positive sign of the correlation coefficient. This implies that an improvement in employee information system will positively affect and improve human resource procurement. This relationship reveals a true probability/significance value of $(PV) = 0.000 < 0.05$. Same is applicable to the dimensions of the two variables as shown in the five null hypotheses, explaining why all the null hypotheses were rejected and by implication their alternative accepted. The conclusion states a strong and positive relationship between employee information system and the measures of human resource procurement: employee information system and human resource planning, employee information system and recruitment, employee information system and selection, employee information system and employment contract and finally employee information system on induction and placement.

DISCUSSION OF FINDINGS

From the results analyzed above, the findings reveal there is a strong, positive and direct relationship between employee information system (predictive variable) and human resource procurement (criterion variable) in Nigeria. Employee information system and human resource procurement have broad influences upon each other: EIS changes the HR procurement measures of planning, recruiting, selecting, employing and placing. It revealed the transformational potential of technology-supported human resource procurement.

The Employee Information System is an extensive and comprehensive system that maintains and tracks information pertaining to all the employees in an organization and applicants who chose the organization making human resource planning easier by providing a high degree of customization that allows the user to set up the system with the necessary requirements before recruitment. Employee information system is fully integrated with Recruitment and selection as it establishes a comprehensive talent gathering tool that attracts the right skill in the organization tracking qualification meeting criteria that allows the user to define qualification degrees and specialization in line with the job of interest that is up for filling.

Employee information system is fully integrated into the employment contract and induction/placement as it captures comprehensive details pertaining to all the employees making provision for keeping track of roles, responsibilities, and obligations of both the employee and employer. The system makes it easy for new intake to understand the process and procedures, task and rank are assigned and the employee is to an extent conversant with the organization via technology from the point of attraction to hire.

CONCLUSION AND RECOMMENDATION

Conclusively, it has been established from this work that the employee's information system is gaining a high level of significance in Nigeria. Technology has brought about unprecedented changes and transformation from the clumsy method to a more conventional setting. Organisations here in Nigeria are growing to measure up with a digitised world that offers a convenient, faster, current and accurate method of human resource procurement: EIS (Employee Information System) is that systems whose impact will help human resource department in organisations perform optimally as it support human resource planning, recruitment, selection, employment, and placement.

The study is significant and positive, showing that an employee information system is an excellent tool for human resource procurement. On its employee regulatory/management system, the employees' information via the organizational

portal is maintained and can be used for planning, recruiting and selection where the need arises. On its employee data summary system, there is an availability of accurate and real-time information for prompt decision making. Progress made by the employee can be monitored, rewarded and documented through the employee update system and the resultant effect is job satisfaction.

Arising from the findings and conclusion from the study, it is recommended that:

- An organization should implement EIS in order to improve human resource procurement activities in the organization.
- Organizations that need to undertake procurement activities to install EIS on their portal for effective and efficient hiring process.
- Human resource key officers to create an atmosphere of effectiveness while reducing resistance to change towards the adoption of EIS and also to equip themselves with the needed knowledge.

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APPENDIX I: DATA DISTRIBUTION ON THE STUDY VARIABLES

Table 2: Items and Scores on Employee Information System

S/N	Employee Information System	SD	D	I	A	SA	Sum	Mean	Std
		1	2	3	4	5		Score	Dev
1	Employee database system is effective	10	12	5	37	57	121	3.98	1.291
		8.3	9.9	4.1	30.6	47.1	100%		
		10	24	15	148	285	482		
2	Employee information is easily sorted or search from the database when the need arises.	9	4	9	42	57	121	4.11	1.160
		7.4	3.3	7.4	34.7	47.1	100%		
		5	8	27	168	285	493		
3	Employee information can be easily updated in the database system.	3	7	10	39	62	121	4.24	1.000
		2.5	5.8	8.3	32.2	51.2	100%		
		2	8	6	148	100	264		
		22	23	24	118	176	363		
	Total	22	46	72	472	880	1492	4.11	

Source: Field Survey, 2017

Table 3: Items and Scores on Planning

S/N	Planning	SD	D	I	A	SA	Sum	Mean	Std
		1	2	3	4	5		Score	Dev
1	Adequate preparations are in place for transfers, resignation, termination, death, permanent disabilities etc.	17	18	20	36	30	121	3.36	1.372
		14.0	14.9	16.5	29.8	24.8	100%		
		17	36	60	144	150	407		
2	We carry out employment need analysis in other to know if there are vacancies.	10	19	11	38	43	121	3.70	0.448
		8.3	15.7	9.1	31.4	35.5	100%		
		10	38	33	152	215	448		
3	Employee deficit are indicated and listed for adverts.	11	5	8	44	53	121	4.02	0.486
		9.1	4.1	6.6	36.4	43.8	100%		
		11	10	24	220	265	530		
		28	42	39	118	126	353		
	Total	28	84	117	472	630	1331	3.69	

Source: Field survey, 2017.

Table 4: Items and Scores on Recruitment

S/N	Recruitment	SD	D	I	A	SA	Sum	Mean	Std
		1	2	3	4	5		Score	Dev
1	Candidates are considered for recruitment based on their position on interest.	4	5	2	41	69	121	4.37	0.959
		3.3	4.1	1.7	33.9	57.0	100%		
		4	10	6	164	345	529		
2	Candidates' credentials are submitted by each candidate for proof of eligibility for work.	5	9	7	43	57	121	4.14	1.090
		4.1	7.4	5.8	35.5	47.1	100%		
		5	18	21	172	285	501		
3	Candidates are recommended by referees	12	18	21	37	33	121	3.50	1.305
		9.9	14.9	17.4	30.6	27.3	100%		
		12	36	63	148	165	424		
4	Eligible candidates are invited for testing and other selection process.	9	6	2	41	63	121	4.18	1.176
		7.4	5.0	1.7	33.9	52.1	100%		
		9	12	6	164	315	506		
		30	38	32	162	222	484		
	Total	30	76	96	648	1110	1960	4.05	

Source: Field survey, 2017.

Table 5: Items and Scores on Selection

S/N	Selection	SD	D	I	A	SA	Sum	Mean	Std
		1	2	3	4	5		Score	Dev
1	Candidates are tested based on their position of interest	0	3	2	45	71	121	4.52	0.660
		0.0	2.5	1.7	37.2	58.7	100%		
		0	6	6	225	355	592		
2	The organization receives and stores online applications from job seekers.	3	2	2	60	54	121	4.32	0.808
		2.5	1.7	1.7	49.6	44.6	100%		
		3	4	6	240	270	523		
3	The electronic (database) method is more effective, consumes less time and space.	4	0	2	56	59	121	4.37	0.818
		3.3	0.0	1.7	46.3	48.8	100%		
		4	0	6	224	295	529		
4	The human resources staff are conversant with information technology.	13	8	7	41	52	121	3.92	1.314
		10.7	6.6	5.8	33.9	43.0	100%		
		13	16	21	164	260	474		
5	Information and technological support are used for job applications	7	6	4	56	48	121	4.09	1.072
		5.8	5.0	3.3	46.3	39.7	100%		
		7	12	12	224	240	495		
		27	19	15	258	284	603		

	Total	27	38	45	1032	1420	2562	4.24	
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Source: Field survey, 2017.

Table 6: Items and Scores on Employment Contract

S/N	Employment Contract	SD	D	I	A	SA	Sum	Mean	Std
		1	2	3	4	5		Score	Dev
1	Successful candidates are offered employment letter after the last stage of interview	2	1	2	57	59	121	4.40	0.725
		1.7	0.8	1.7	47.1	48.8	100%		
		2	2	6	228	295	533		
2	Obligations of both employer is clearly defined and stated	13	9	7	41	51	121	3.89	1.322
		10.7	7.4	5.8	33.9	42.1	100%		
		13	18	21	164	255	471		
3	Terms and conditions of employee is provided for the employee to read and sign	7	6	4	57	47	121	4.08	1.069
		5.8	5.0	3.3	47.1	38.8	100%		
		7	12	12	228	235	494		
		22	16	13	155	157	363		
	Total	22	32	39	620	785	1498	4.12	

Source: Field survey, 2017.

Table 7: Items and Scores on Induction and Placement

S/N	Induction and Placement	SD	D	I	A	SA	Sum	Mean	Std
		1	2	3	4	5		Score	Dev
1	Successful candidates are assembled for an orientation and induction.	3	2	5	48	63	121	4.37	0.848
		2.5	1.7	4.1	39.7	52.1	100%		
		3	4	15	192	315	529		
2	Successful candidates are introduced to their superiors, peers and subordinates (colleagues)	6	5	8	49	53	121	4.14	1.051
		5.0	4.1	6.6	40.5	43.8	100%		
		6	10	24	196	265	501		
3	Successful candidates are shown their work Space and working tools.	7	2	2	43	67	121	4.33	1.028
		5.8	1.7	1.7	35.5	55.4	100%		
		7	4	6	172	335	524		
		16	9	15	140	183	363		
	Total	16	18	45	560	915	1554	4.28	

Source: Field survey, 2017.

APPENDIX II: RESULTS OF THE TEST OF HYPOTHESES

Table 8: Employee Information System and Planning Correlation Analysis

Correlations				
		Employee Information System		Planning
Spearman's rho	Employee Information System	Correlation Coefficient	1.000	.939**
		Sig. (2-tailed)	.	.000
		N	121	121
	Planning	Correlation Coefficient	.939**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

****.** Correlation is Significant at the 0.05 Level (2-tailed).

Source: SPSS Output.

Table 9: Employee Information System and Recruitment Correlation Analysis

Correlations				
			Employee Information System	Recruitment
Spearman's rho	Employee Information System	Correlation Coefficient	1.000	.951**
		Sig. (2-tailed)	.	.000
		N	121	121
	Recruitment	Correlation Coefficient	.951**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

****.** Correlation is Significant at the 0.05 Level (2-tailed).

Source: SPSS Output.

Table 10: Relationship between Employee Information System and Selection

Correlations				
			Employee Information System	Selection
Spearman's rho	Employee Information System	Correlation Coefficient	1.000	.976**
		Sig. (2-tailed)	.	.000
		N	121	121
	Selection	Correlation Coefficient	.976**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

****.** Correlation is Significant at the 0.05 Level (2-tailed).

Source: SPSS Output.

Table 11: Relationship between Employee Information System and Employment Contract

Correlations				
			Employee Information System	Employment Contract
Spearman's rho	Employee Information System	Correlation Coefficient	1.000	.967**
		Sig. (2-tailed)	.	.000
		N	121	121
	Employment Contract	Correlation Coefficient	.967**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

****.** Correlation is Significant at the 0.05 Level (2-tailed).

Source: SPSS Output.

Table12: Relationship between Employee Information System and Induction Placement

Correlations				
			Employee Information System	Induction Placement
Spearman's rho	Employee Information System	Correlation Coefficient	1.000	.971**
		Sig. (2-tailed)	.	.000
		N	121	121
	Induction Placement	Correlation Coefficient	.971**	1.000
		Sig. (2-tailed)	.000	.
		N	121	121

****.** Correlation is Significant at the 0.05 Level (2-tailed).

Source: SPSS Output.

